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The Effect Of Training On The Performance Of Civil Servants Moderated By Supervision

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Abstract

The purpose of this study was to examine the effect of training on the performance of civil servants moderated by supervision. The approaches applied in the research design include descriptive qualitative and descriptive quantitative approaches. The results showed that training has a positive and significant influence on employee performance, and supervision acts as a moderator in the relationship between training and performance.

Keywords: Training, Performance, Supervision, Civil Servants

INTRODUCTION

The Regional Development Planning Agency of Pematangsiantar City is an institution tasked with preparing and implementing regional development planning in Pematangsiantar, as well as monitoring and evaluating the implementation of the plan. In carrying out this task, qualified employees are needed as human resources with high performance in this regional development planning agency. The performance of civil servants in this regional development planning agency can be measured in accordance with (Government Regulation, 2019), namely Employee Performance Targets which include quantity, quality, time, and cost, and Work Behavior which includes service orientation, commitment, work initiative, cooperation and leadership. Civil Servants are

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vital government assets and need to be optimally empowered so that they can make a maximum contribution as public servants who nurture and serve. Therefore, the performance of civil servants is very important to pay attention to. (Hidayati and Syamyudi, 2017). Also research (Hardiansyah, 2017) which shows the importance of measuring the performance of civil servants.

Based on the results of interviews with the Head of the General Subdivision of the Regional Development Planning Agency and through observations made, it was revealed that the phenomenon of employee performance had not reached the optimal level. This can be seen in the dimension of employee performance goals, where there are still a number of employees who tend to procrastinate in completing the assigned tasks. In the dimension of work behavior, especially in the aspect of initiative, there are some employees who show a tendency to be monotonous in completing work and are less skilled in using computers.

There are various factors that can affect employee performance. Similarly, the performance of civil servants at this regional development planning agency can be optimized by paying attention to various existing factors, such as the training provided to employees. Effective training will encourage high employee performance. This is in line with research (Lestari et al., 2016; Marbun, 2018) which shows that training has a positive and significant effect on employee performance. The implementation of training at this regional development planning agency can be measured from the dimensions of the goals and objectives of education and training, types and levels of education and training, education and training participants, curriculum and methods of education and training, and education and training facilities and infrastructure. The results of interviews and observations made show that the implementation of training is also not optimal. The phenomenon of training that has not been maximized at the regional development planning agency can be seen in the dimensions of the goals and objectives of education and training, where there are still employees who cannot absorb the understanding of the training to the fullest. In addition, the dimensions of the curriculum and methods of education and training are also not optimal, due to the existence of employees who have not been able to follow the methods used or the procedures delivered, because the methods applied are too long, resulting in training participants feeling bored due to the many methods applied.

One of the operational functions of human resource management that has the potential to influence the relationship between training and employee performance is supervision.Supervision simultaneously affects employee performance in carrying out

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tasks, which in turn can improve organizational performance and ensure that all tasks carried out are in line with the predetermined plan.This is in line with research (Yani, 2017; Widjaja, 2021) which shows the relationship between supervision and performance. The implementation of supervision carried out on employees at the regional development planning agency can be measured from the dimensions of preliminary supervision, supervision during activities, and feedback supervision.From the results of interviews and observations made, it was revealed that supervision of employees was not optimal, especially in the dimension of preliminary supervision, where the leadership had not set work standards.In addition, supervision during ongoing activities also faces a number of problems, where leaders do not carry out supervision of the work carried out, so that employee performance becomes less than optimal and does not comply with work standards and agency regulations.

Based on the results of interviews and observations made, it was revealed that supervision of employees has not reached an optimal level, especially in the aspect of preliminary supervision, where leaders have not set clear work standards.In addition, supervision during the implementation of activities also faces various obstacles, where leaders do not carry out adequate supervision of the work carried out, so that employee performance becomes less than optimal and does not comply with work standards and applicable agency regulations.

This study offers a new contribution to the literature on human resource development in the public sector by integrating supervisory variables as moderating factors. Most previous studies have focused more on the direct relationship between training and performance without considering the influence of other variables that may affect these outcomes.By identifying supervision as a moderating variable, this study is expected to provide new insights for policy makers in designing more effective training programs. Data from the Ministry of Administrative Reform and Bureaucratic Reform (PANRB) shows that only 40% of civil servants feel that supervision of the results of their training is optimal (Bureaucracy, 2023).This suggests that there is an opportunity to improve training effectiveness through better supervision.

THEORETICAL REVIEW

Training

According to (Rumasukun et al., 2019), training is a short-term educational process that uses systematic and organized procedures, where non-managerial employees learn technical knowledge and skills.The purpose of training is to increase the appreciation of

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soul and idiology, increase work productivity, improve work quality, improve the accuracy of human resource planning, increase stimulation so that employees are able to perform optimally, improve occupational safety and health, pay attention to occupational health and safety, avoid obsolescence, and improve employee development (Mangkunegara, 2017).

The implementation of training for employees can be measured by the dimensions of education and training goals and objectives, types and levels of education and training, education and training participants, curriculum and education and training methods, and education and training facilities and infrastructure (Republik Indonesia, 2000). Likewise, measuring training by considering factors that affect the training, such as: cost-effectiveness, required program materials, learning principles, accuracy and suitability of facilities, abilities and preferences of trainees, and abilities and preferences of training instructors.

Supervision

According to (Siagian et al., 2018), supervision is observing the implementation of operational activities to obtain assurance that operational activities are running according to operational standards that have been previously applied and do not make deviations that harm any party. Supervision is a process that aims to monitor the implementation of activities in accordance with the predetermined plan and make improvements to any deviations that occur (Robbins and Coulter, 2016).

Measuring supervision carried out on employees can use the dimensions of preliminary supervision, supervision during activities, and feedback supervision (Handoko, 2015). Or it can be done by looking at the purpose of supervision of employees is to improve performance on an ongoing basis, thus enabling increasingly competitive business competition, increasing company profitability by eliminating non-essential work and can be held by certain divisions, evaluating real performance results and can be used as a basis for rewarding employees, managing various programs implemented, and strengthening relationships between individuals to achieve organizational goals (Handoko, 2015).

Performance

According to (Wibowo, 2013), performance is the output of work that is closely related to organizational goals, customer satisfaction, and has an impact on economic contribution, Performance is also about doing work from the results achieved from work.

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In (Government Regulation, 2019), it is explained that performance appraisal is a systematic process consisting of performance planning, implementation, monitoring, and performance coaching, follow-up performance appraisal, and performance information systems.

Performance measurement can be done with the dimensions of Employee Performance Goals which include quantity, quality, time, and cost, as well as Work Behavior which includes service orientation, commitment, work initiative, cooperation and leadership, (Government Regulation, 2019). The factors that affect employee performance are ability factors and individual factors (Mangkunegara, 2017).

Influence and Relationship Between Variables

Research results from (Lestari et al., 2016; Marbun, 2018) show that training has a positive and significant effect on employee performance. The implementation of increasingly effective training for employees will encourage an increase in their performance. Likewise, research from (Yani, 2017; Widjaja, 2021) shows a relationship between supervision and performance. Effective supervision will encourage good employee performance.

Framework of Thought

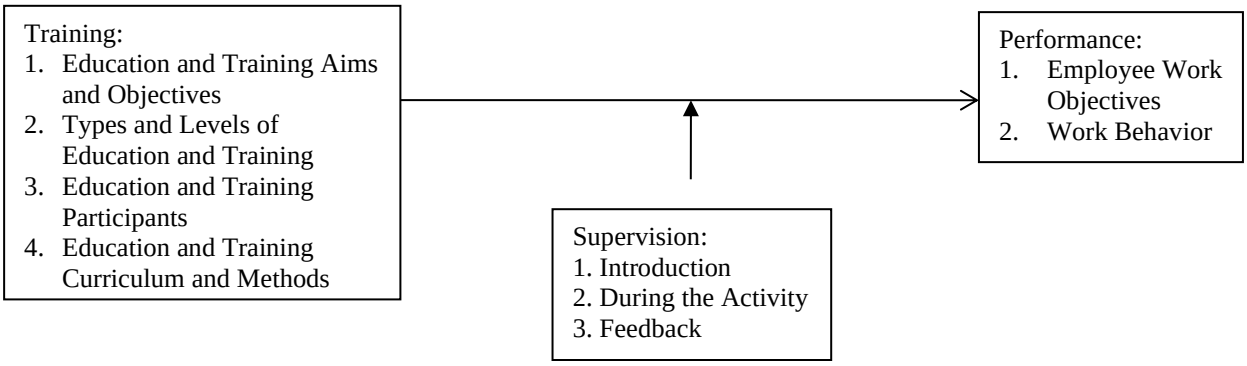


Figure 1 Framework of Thought

Hypothesis

Based on the theory and previous research that has been described, the hypotheses of this study are:

H1: Training has a positive influence on the performance of civil servants.

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H2: Supervision functions as a moderating variable that strengthens the relationship between training and civil servant performance.

RESEARCH METHODS

This research adopts a mixed method approach by integrating qualitative and quantitative methods (Sugiyono, 2017). The population that became the object of this research consisted of all civil servants in the Forestry Service UPT Forest Management Unit Region II Pematangsiantar, totaling 48 people. The research instrument is a questionnaire which is an indicator developed by researchers from the dimensions of the variables studied, and has been tested for validity with the condition that it meets the valid criteria if rcount> 0.3, and reliability with a Cronbach Alpha if Item Deleted> Cronbach's Alpha value of 0.70. Furthermore, a normality test was carried out using Kolmogorov-Smirnov with Asmp. Sig (2-tailed) which is greater than alpha 0.05. The scale applied in respondents' answers is a five-scale Likert Scale (Sugiyono, 2017) Analysis is carried out qualitatively with answer intervals, as well as quantitative analysis using simple linear regression, correlation, coefficient of determination, and hypothesis testing (t test).

RESULTS AND DISCUSSION

RESULTS

Validity Test

Table 1 Validity Test Results

Variable	Indicator	r_{count}	$r_{critical}$	Description
Training	X1.1	0.506	0.30	Valid
	X1.2	0.555	0.30	Valid
	X1.3	0.506	0.30	Valid
	X1.4	0.506	0.30	Valid
	X1.5	0.599	0.30	Valid
	X1.6	0.499	0.30	Valid
	X1.7	0.506	0.30	Valid
	X1.8	0.389	0.30	Valid
	X1.9	0.557	0.30	Valid
	X1.10	0.506	0.30	Valid
	X1.11	0.555	0.30	Valid

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	X1.12	0.860	0.30	Valid
	X1.13	0.506	0.30	Valid
	X1.14	0.599	0.30	Valid
	X1.15	0.499	0.30	Valid
Supervision	X2.1	0.502	0.30	Valid
	X2.2	0.486	0.30	Valid
	X2.3	0.860	0.30	Valid
	X2.4	0.747	0.30	Valid
	X2.5	0.506	0.30	Valid
	X2.6	0.854	0.30	Valid
	X2.7	0.623	0.30	Valid
	X2.8	0.505	0.30	Valid
	X2.9	0.736	0.30	Valid
Performance	Y1	0.557	0.30	Valid
	Y2	0.510	0.30	Valid
	Y3	0.874	0.30	Valid
	Y4	0.854	0.30	Valid
	Y5	0.860	0.30	Valid
	Y6	0.705	0.30	Valid
	Y7	0.787	0.30	Valid
	Y8	0.562	0.30	Valid
	Y9	0.632	0.30	Valid
	Y10	0.685	0.30	Valid
	Y11	0.439	0.30	Valid
	Y12	0.705	0.30	Valid
	Y13	0.514	0.30	Valid
	Y14	0.854	0.30	Valid
	Y15	0.854	0.30	Valid
	Y16	0.623	0.30	Valid

Source: data processing with SPSS (2024)

From the table above, it is known that the rcount value of all variable indicators is greater than rcritical, so it can be concluded that all indicators of the variables in this study are valid.

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Reliability Test

Table 2 Reliability Test Results

Variable	Indicator	Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Description
Training	X1.1	0.746	0.70	Reliable
	X1.2	0.747	0.70	Reliable
	X1.3	0.746	0.70	Reliable
	X1.4	0.746	0.70	Reliable
	X1.5	0.746	0.70	Reliable
	X1.6	0.749	0.70	Reliable
	X1.7	0.746	0.70	Reliable
	X1.8	0.748	0.70	Reliable
	X1.9	0.747	0.70	Reliable
	X1.10	0.746	0.70	Reliable
	X1.11	0.747	0.70	Reliable
	X1.12	0.743	0.70	Reliable
	X1.13	0.746	0.70	Reliable
	X1.14	0.746	0.70	Reliable
	X1.15	0.749	0.70	Reliable
Supervision	X2.1	0.749	0.70	Reliable
	X2.2	0.748	0.70	Reliable
	X2.3	0.743	0.70	Reliable
	X2.4	0.745	0.70	Reliable
	X2.5	0.746	0.70	Reliable
	X2.6	0.744	0.70	Reliable
	X2.7	0.747	0.70	Reliable
	X2.8	0.747	0.70	Reliable
	X2.9	0.745	0.70	Reliable
Performance	Y1	0.747	0.70	Reliable
	Y2	0.749	0.70	Reliable
	Y3	0.744	0.70	Reliable
	Y4	0.744	0.70	Reliable
	Y5	0.743	0.70	Reliable

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	Y6	0.746	0.70	Reliable
	Y7	0.744	0.70	Reliable
	Y8	0.748	0.70	Reliable
	Y9	0.746	0.70	Reliable
	Y10	0.746	0.70	Reliable
	Y11	0.749	0.70	Reliable
	Y12	0.746	0.70	Reliable
	Y13	0.748	0.70	Reliable
	Y14	0.744	0.70	Reliable
	Y15	0.744	0.70	Reliable
	Y16	0.747	0.70	Reliable

Source: data processing with SPSS (2024)

From the table above, the reliability test results show that all variable indicators have a Cronbach's Alpha If Deleted value greater than 0.70. This indicates that all variable indicators in this study can be considered reliable.

Normality Test

Table 3 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Training	Supervision	Performance	Total
N		48	48	48	48
Normal Parameters[a,b]	Mean	58.88	34.23	62.17	155.27
	Std. Deviation	5.557	4.483	6.612	15.465
Most Extreme Differences	Absolute	.104	.092	.109	.162
	Positive	.052	.077	.095	.078
	Negative	-.104	-.092	-.109	-.162
Kolmogorov-Smirnov Z		.721	.634	.757	1.121
Asymp. Sig. (2-tailed)		**.676**	**.816**	**.616**	**.162**

a. Test distribution is Normal.
b. Calculated from data.

Source: data processing with SPSS (2024)

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Based on the table above, the One-Sample Kolmogorov-Smirnov Test normality test results show that the Asymp. Sig (2-Tailed) for training, supervision, and performance variables have Asymp. Sig (2-Tailed) which is greater than α 0.05. Thus, it can be concluded that the data distribution of each variable follows the normal distribution.

Simple Linear Regression

Analysis of the effect of training on the performance of civil servants is analyzed by performing calculations using the following SPSS application:

Table 4 Simple Linear Regression Analysis Results

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	**9.671**	6.869		1.408	.166
	Training	**.892**	.116	.749	7.676	.000

a. Dependent Variable: Performance

Source: data processing with SPSS (2024)

Based on the table above, the regression model obtained is $\hat{Y}$ = 9.671 + 0.892 X, which shows that training has a positive influence on employee performance.

Furthermore, the moderation analysis of supervision variables on the effect of training on the performance of civil servants was carried out by calculating using the SPSS application as follows:

Table 5 Results of Linear Regression Analysis with Absolute Difference

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	**60.481**	.981		61.661	.000
	Zscore (Training)	**2.383**	1.095	.360	2.177	.035

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	Zscore (Supervision)	**3.381**	1.069	.511	3.162	.003
	Moderasi	**3.784**	1.818	.184	2.081	.043

a. Dependent Variable: Performance

Source: data processing with SPSS (2024)

Based on the table above, the absolute difference regression model produces the following regression equation: $\hat{Y} = 60.481 + 2.383X1 + 3.381X2 + 3.784|ZX1 - ZX2$. This shows that every one unit increase in supervision will increase the effect of training on employee performance by 3.784 units. Thus, it can be concluded that supervision acts as a moderator in the relationship between training and employee performance.

Correlation and Determination Analysis

The calculation of the closeness of the relationship between variables and the contribution between variables is shown in the analysis results in the table below:

Table 6 Correlation Analysis Results and Coefficient of Determination

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.749[a]**	**.562**	.552	4.425

a. Predictors: (Constant), Training

b. Dependent Variable: Performance

Source: data processing with SPSS (2024)

The calculation results show a value of r = 0.749, which indicates a strong and positive relationship between training and employee performance. Furthermore, the coefficient of determination is 0.562, which means that 56.2% of employee performance can be explained by training, while the remaining 43.8% is the contribution of other variables not discussed in this study.

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Table 7 Results of Correlation Analysis and Coefficient of Determination with Absolute Difference

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	**.828a**	**.686**	.664	3.831

a. Predictors: (Constant), Moderasi, Zscore (Supervision), Zscore (Training)
b. Dependent Variable: Performance
Source: data processing with SPSS (2024)

The calculation results show that the value of r = 0.828 indicates a very strong and positive relationship between training and employee performance moderated by supervision. Furthermore, the coefficient of determination is 0.686, which means that employee performance is explained by 68.6% by training and supervision, while the remaining 31.4% is the contribution of other variables not discussed in this study..

Hypothesis Test

The results of the hypothesis test calculation for H1: Training has a positive influence on the performance of civil servants, analyzed with the SPSS program as follows:

Table 8 Hypothesis Test Results (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.671	6.869		1.408	.166
	Training	.892	.116	.749	**7.676**	**.000**

a. Dependent Variable: Performance
Source: data processing with SPSS (2024)

From the table above, it is obtained that training is 7.676> t table with df = n-2 (48-2 = 46) of 2.0190 or a significant level of 0.000 < α 0.05, so H0 is rejected, meaning that

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training has a positive and significant effect on the performance of civil servants. This is in line with research (Lestari et al., 2016; Marbun, 2018) that training affects employee performance.

Furthermore, the results of the hypothesis test calculation for H2: supervision functions as a moderating variable that strengthens the relationship between training and performance of civil servants, analyzed with the SPSS program as follows:

Table 9 Hypothesis Test Results (t test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	60.481	.981		61.661	.000
	Zscore (Training)	2.383	1.095	.360	2.177	.035
	Zscore (Supervision)	3.381	1.069	.511	3.162	.003
	Moderasi	3.784	1.818	.184	**2.081**	**.043**

a. Dependent Variable: Performance

Source: data processing with SPSS (2024)

From the table above, it is obtained that the tcount on the moderating variable (supervision) is 2.081> ttable df = n-k-1 (48-2-1 = 45) of 2.0140 or the significance level is 0.041 <0.05, so H0 is rejected, meaning that supervision functions as a moderating variable that strengthens the relationship between training and performance of civil servants. This is in line with research (Yani, 2017; Widjaja, 2021) which shows a relationship between supervision and performance.

DISCUSSION

Training

Based on the research results, it can be concluded that the training of civil servants at the Regional Development Planning Agency is classified in the good category. This shows that there are significant efforts in improving employee competence through well-designed training programs. The highest dimension of training lies in the type and level of education and training, with indicators of the level of training provided to employees. In

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this context, it is important to understand that the right type and level of education can directly contribute to improving employee performance. For example, training programs that emphasize technical and managerial skills can provide employees with the necessary tools to face the challenges of increasingly complex development planning.

Meanwhile, the lowest training dimension is found in the goals and objectives of education and training, with an indicator of employees' level of knowledge after attending education and training. This indicates that although training has been implemented, there may be gaps in the effectiveness of the training. For example, if the training is not tailored to the specific needs of employees or if the teaching methods used are not engaging, then the level of knowledge of employees after training will not increase significantly. In this case, it is important to conduct an in-depth evaluation of the training curriculum and teaching methods used, and collect feedback from trainees to ensure that the program is actually meeting their needs.

Efforts to improve the lowest indicator can be made through the implementation of regular training for employees, both through off training and on training. Off training, such as seminars and workshops, can provide employees with new insights and broader perspectives, while on training, which involves hands-on practice in the field, can help employees apply the knowledge they have learned in a real context. For example, conducting field training sessions where employees can interact directly with ongoing development projects will provide valuable experience and enhance their understanding of the challenges faced in the field.

Thus, to achieve optimal results, it is important to integrate both types of training in a balanced manner. In addition, periodic assessments of the impact of training on employee performance are also necessary to ensure that the training provided is truly effective and delivers the expected benefits. In this regard, systematic measurement of changes in employees' knowledge and skills after training will be very important.

Supervision

Based on the research results, it can be explained that supervision of civil servants at the Regional Development Planning Agency has been going well. This shows that there is a significant effort in maintaining the quality and performance of employees, which is an important element in carrying out effective government duties. The highest dimension of supervision lies in the feedback dimension, which is measured through the indicator of checking whether the work results are in accordance with standard operating procedures. This feedback serves as an evaluation tool that not only helps employees to understand

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their performance, but also provides an opportunity for leaders to provide constructive guidance and correction. For example, in a development planning project, if employees do not meet the set standards, leaders can provide specific feedback on which aspects need improvement, so that employees can make the necessary repairs and improve their performance in the future.

Meanwhile, the lowest dimension was seen in preliminary supervision, with indicators relating to the setting of work standards by leaders. This indicates a deficiency in the initial supervision process, where leaders have not fully set clear and measurable criteria for employees. Without clear work standards, employees may feel confused about what is expected of them, which in turn can affect their motivation and performance. To address this issue, it is important for leaders to be more proactive in setting specific and communicative work standards prior to task execution. For example, in an infrastructure development project, leaders can develop a guidance document that details the steps to be followed, as well as the expected outcomes of each stage. This way, employees will have a clear reference and can work with more confidence.

Efforts to optimize employee supervision need to be made by encouraging leaders to pay more attention to the work of each employee, to ensure compliance with established work rules. One strategy that can be implemented is to hold regular meetings between leaders and employees to discuss progress and challenges faced in carrying out tasks. During these meetings, leaders can recognize employees' achievements and discuss areas for improvement. This approach will not only improve communication, but also build mutual trust between leaders and employees. In addition, utilizing information technology to monitor and evaluate employee performance can also be an effective solution. With a transparent information system in place, employees can see how their performance compares to the set standards, motivating them to achieve better results.

Performance

Based on the research results, it can be explained that the performance of civil servants at the Regional Development Planning Agency has reached a good standard. This can be seen from the highest dimension located in work behavior, where the indicator of close cooperation with leaders shows effective communication and mutual support between employees and superiors. In this context, a good relationship between employees and leaders not only creates a conducive working atmosphere, but also encourages employees to be more proactive in conveying ideas and innovations that can improve organizational performance. For example, in some development planning

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projects, employees who feel supported by their leaders tend to take more initiative and contribute optimally, resulting in higher quality output.

In contrast, the lowest dimension is found in work behavior as measured by the ability to achieve organizational goals. This shows that even though employees have a good relationship with the leadership, they are not necessarily able to achieve the targets that have been set. One of the reasons may be employees' lack of understanding of the organization's overall goals. For example, employees may understand their individual tasks, but not have a clear picture of how those tasks contribute to the organization's vision and mission. Therefore, it is important to provide a comprehensive explanation of the organization's goals to all employees, so that they can see the relevance of their work and be motivated to achieve it.

Efforts to optimize employee performance can be made through intrinsic motivation. This motivation focuses on developing employees' internal drive to work better, which in turn can improve their performance to achieve organizational goals. One way to encourage intrinsic motivation is to provide opportunities for employees to be involved in decision-making related to their work. When employees feel that their voices are heard and valued, they will be more committed to achieving the desired results.

In addition, it is also important to create a work environment that supports personal development. For example, providing access to educational resources such as books, seminars or online courses can be an effective measure to improve employees' knowledge and skills. By providing this access, employees will feel supported in their efforts to improve performance and achieve organizational goals.

In this context, positive outcomes from employee development will not only impact individuals, but will also contribute significantly to the achievement of overall organizational goals. Therefore, it is important to regularly evaluate the training and development programs that have been implemented, to ensure that they remain relevant and effective in improving employee performance.

The Effect of Training on Performance

Regression analysis showing a coefficient value of 0.892 provides a clear picture of the relationship between employee training and improving their performance. In this context, the figure can be interpreted that every increase in training effectiveness by one unit will contribute to an increase in employee performance by 0.892 units. This is a strong indication that well-designed and implemented training can have a significant impact on employees' ability to perform

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their duties. Furthermore, the correlation value and determination coefficient that shows the relationship between employee training and performance are strong and positive, with an r value of 0.749. This means that there is a significant relationship between the two variables. The contribution of training to the variation in employee performance which reached 56.2% showed that more than half of the variation in employee performance could be explained by the training they received. This means that if the training provided is inadequate, then employee performance tends to be not optimal.

The results of the hypothesis test that show that training has a positive and significant influence on employee performance, with a significance value of 0.000 which is smaller than α 0.05, further strengthens this argument. This indicates that effective employee training not only contributes to improving individual performance, but also has an overall positive impact on the organization, in this case the Regional Development Planning Agency. When employees have sufficient knowledge and skills, they will be better able to face existing challenges and contribute to the achievement of organizational goals

Moderation of Supervision on the Relationship between Training and Performance

The absolute difference regression analysis showed a coefficient value of 0.3784, which provides an important overview of the impact of supervision on employee performance. This coefficient reflects that every investment in effective supervision worth one unit will result in an increase in employee performance by 0.3784 units. Furthermore, the analysis of correlation values and determination coefficients showed that the relationship between training and employee performance was strong and positive, with an r value of 0.828. This figure shows that there is a significant relationship between the two variables, where the training provided to employees contributes directly to improving their performance.

The results of the hypothesis test show that supervision can significantly moderate the relationship between employee training and performance, with a significance value of 0.041 which is smaller than α 0.05. This means that supervision not only serves as a support, but also as a booster that strengthens the relationship between training and civil servant performance. In this context, good supervision can create an environment that supports the implementation of the training that has been provided, so that employees can apply their new skills more effectively. Overall, this analysis shows that supervision and training have complementary roles in improving

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employee performance. Effective supervision not only improves employee work results, but also creates a more positive and productive work atmosphere. Therefore, it is important for organizations to not only focus on training, but also ensure that there is a monitoring system in place to support the implementation of such training. By integrating these two aspects, organizations can achieve optimal and sustainable employee performance. In conclusion, proper supervision and relevant training are key to creating superior employee performance in an organization.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the analysis and discussion, it was found that training, supervision, and performance were in the category of quite good to very good. Regression analysis shows that there is a positive influence of training on employee performance, and supervision functions as a moderator in the relationship between training and employee performance. Through the coefficients of correlation and determination, a strong and positive relationship between training and employee performance was identified, as well as a very strong relationship between training and supervision on employee performance. Thus, the hypothesis (H1) is proven that training has a positive and significant influence on employee performance. In addition, hypothesis (H2) is also proven that supervision plays a role as a moderator in the relationship between training and employee performance. Furthermore, to improve training, it is recommended to carry out regular training for employees, both through off training and on training. Efforts to increase supervision also need to be carried out by paying attention to the work results of each employee in accordance with applicable regulations, as well as optimizing performance through internal motivation of employees to have a high willingness to work.

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